

20 MAR 1968  
DJS 68 14/66

MEMORANDUM FOR: Deputy Director for Support

SUBJECT: National Interdepartmental Seminar

1. This memorandum is for information only. It contains background information on the degree of compliance by State, Defense, USIA, AID, and CIA with their quotas for assignment of key senior officers to the National Interdepartmental Seminar as required by NSAM 283, issued 13 February 1964.


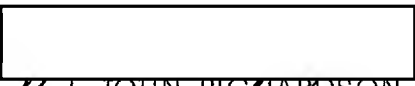
2. The Seminar, which is a four-week program, has been given on an average of six times each year, for a total of 36 sessions since 1962. The average attendance per session by agency over the full period has been close to the quotas established at that time--only Defense has exceeded its quota (15.5, quota 13) followed by CIA (7.8, quota 8), USIA (9, quota 10), AID (13, quota 15), and State (13, quota 16) (Attachment A). The problem is that in the last several sessions both State and USIA have fallen sharply below their quotas. In the last seven sessions USIA has had an average attendance of only 2, while in the last four sessions State has had an average of only 2.5. CIA's average in the last seven sessions has been 7.4 (Attachment B).

3. Ambassador Deming, who became Coordinator of the NIS in July 1967, has used all channels and means available to him in attempting to rectify the situation resulting from the drop in attendance of State and USIA. In pursuit of this goal, he has underscored the point that continuing low attendance by these two agencies will pose critical problems in maintaining a balanced and an effective Seminar program. Working closely with the Interdepartmental Committee on Training, established by the Senior Interdepartmental Group in August 1966, Ambassador Deming has made arrangements to have the

Subject: National Interdepartmental Seminar

problem of attendance quotas for the NIS referred to the SIG for consideration. He has also maintained close working relations with Deputy Under Secretary Rimestad to enlist his support in getting appropriate Foreign Service Officers into the Seminar as students. In addition, Ambassador Deming has sought the support of officials such as Ambassador Harriman.

4. While awaiting action by the SIG, Ambassador Deming is making every effort to bring the attendance of State and USIA up to acceptable levels. Although he has not made the progress hoped for, plans are under way in State to centralize the assignment of personnel to training within Secretary Rimestad's office. He feels that this will result in a better system in contrast to present procedures by which assignments to training are now left to the separate Bureaus. With respect to USIA, it is problematical whether much can be done to improve the situation short of action by the SIG. Mr. Marks has questioned the usefulness of the Seminar as he believes it ought to be more USIA job-related than it is. Meantime Ambassador Deming has continued with his efforts to improve both the content and the quality of the Seminar as contained in the guidelines of NSAM 283.

   
JOHN RICHARDSON  
DIRECTOR OF TRAINING

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Attachments as stated

ATTENDANCE AT NIS  
SESSIONS 1 through 36

|       | <u>HIGH</u> | <u>LOW</u> | <u>SESSION<br/>QUOTA</u> | <u>AVERAGE<br/>ATTENDANCE</u> | <u>PRESENT<br/>ANNUAL QUOTA</u> |
|-------|-------------|------------|--------------------------|-------------------------------|---------------------------------|
| STATE | 29          | 1          | 16                       | 13                            | 96                              |
| USIA  | 19          | 1          | 10                       | 9                             | ** 60                           |
| * DOD | 37          | 7          | 13                       | 15.5                          | 78                              |
| AID   | 31          | 3          | 15                       | 13                            | 90                              |
| CIA   | 14          | 3          | 8                        | 7.8                           | 48                              |

\* These figures include Army, Air Force, Navy/Marine Corps, OSD, JCS and Service Schools.

\*\* Reduced in 1964 from 72 to 60

NATIONAL INTERDEPARTMENTAL SEMINAR GRADUATES

|         | <u>SESSION</u><br><u>30</u> | <u>SESSION</u><br><u>31</u> | <u>SESSION</u><br><u>32</u> | <u>SESSION</u><br><u>33</u> | <u>SESSION</u><br><u>34</u> | <u>SESSION</u><br><u>35</u> | <u>SESSION</u><br><u>36</u> |
|---------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| STATE   | 10                          | 7                           | 9                           | 3                           | 2                           | 4                           | 1                           |
| USIA    | 2                           | 3                           | 2                           | 3                           | 1                           | 1                           | 2                           |
| AID     | 10                          | 8                           | 16                          | 11                          | 7                           | 5                           | 8                           |
| DEFENSE | 22                          | 30                          | 20                          | 7                           | 9                           | 14                          | 10                          |
| CIA     | 5                           | 10                          | 3                           | 7                           | 7                           | 8                           | 12                          |
| TOTAL   | 49                          | 58                          | 50                          | 31                          | 26                          | 32                          | 33                          |

DD/S 68-1386

15 March 1968

**MEMORANDUM FOR THE RECORD**

Morning Meeting of 15 March 1968

**E-X-T-R-A-C-T**

"Executive Director, in commenting on his address yesterday to the National Interdepartmental Seminar, noted that twelve of the thirty-three participants were from CIA and that this factor plus other indicators may suggest the need for a review of the utility of the NES. (See Action 2)"

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**"ACTIONS:**

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"2. The Director asked for a re-evaluation of the NES to determine its value to CIA and indicated that, depending on the outcome, he is prepared to ask Under Secretary Katzenbach to review the matter. (DD/S in coordination with the other Deputies."

**E-X-T-R-A-C-T**

s/L. K. White

Distribution:

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1 - DD/S

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19 April 1968

NOTE FOR: Mr. Coffey

SUBJECT : National Interdepartmental Seminar

On 15 March 1968 following his address at the National Interdepartmental Seminar, the Director asked for a re-evaluation of the NIS to determine its value to CIA and indicated that, depending on the outcome, he is prepared to ask Under Secretary Katzenbach to review the matter. DD/S was assigned action responsibility in coordination with the other Deputies.

We received first a summary of critiques from [ ] We also received a memorandum dated 20 March 1968 from the D/TR giving background information and statistics on the Seminar. We then received a memorandum dated 29 March 1968 from the D/TR indicating the evaluation of the program by the DD/P, DD/S, and DD/I (DD/S&T has had no participation). [ ] was trying to recast the latter memo into a report and recommendations from the DD/S to the DCI. He was unable to present it to you before going on military duty, but he left the attached proposed memo and evaluation of the Seminar (DD/S 68-1942).

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I have considerable difficulty reconciling the Deputies' evaluation of the program with the proposed recommendations to the DCI. The DD/P suggested that the course be reduced in frequency, in the number of overall students (including Agency per course), and that very serious thought be given to compressing further the length of each course. (D/TR commented with respect to the suggestions made above that he believes the NIS could be reduced from 6 to 5 runnings annually and from 4 to 3 weeks per session. Re-adjustments of quota to some extent could possibly be made.) DD/I indicates that almost all analysts who would qualify for the course and who would require training in counterinsurgency have already attended the Seminar. The DD/S regards NIS training as valuable, broadening, constructive, and helpful in the development of DD/S personnel; but we have had considerable difficulty in filling the quota with candidates who meet the criteria. It seems probable that we will have more difficulty in the future.

Against this background, the recommendations are that CIA continue support of the NIS at about present levels of attendance and participation and that unless the NIS can be maintained at an effectively functioning level, consideration be given to its elimination. It is further recommended that the DCI use his influence in the direction of maintaining appropriate participation in the NIS by the several agencies. On this latter point, it does not appear that the Director intended to intercede with the several agencies. When he

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directed re-evaluation, he said that depending on the outcome he is prepared to ask Under Secretary Katzenbach to review the matter. It is noted that the survey refers to a letter dated 29 March 1968 from Ambassador Allen to the Staff Director, SIG, requesting that the subject of compliance with quotas for NIS be included on the SIG's agenda. It is also noted that Ambassador Deming has sought the support of Deputy Under Secretary Rimestad and of other State Department officials such as Ambassador Harriman.

It seems to me that what was desired by the Director is a clear statement of the value of NIS to the Agency, the quota which the Agency needs and can fill, and the frequency of the course per year which would best meet the Agency needs. It seems rather difficult to ascertain the above from this now formidable package of papers.

I recommend a meeting with D/TR or Acting D/TR and the senior training officers to deal with the numbers business, followed by a meeting of the Assistant Deputy Directors to arrive at a policy recommendation to the Director.

VT  
VRT

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Mr [redacted]  
I agree but I would  
like to see the paper that  
got us started on this

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David F. [redacted]  
JWC



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DD/S 68-1942

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : National Interdepartmental Seminar

1. This memorandum contains a recommendation for your approval; such recommendation is contained in paragraph 3.

2. The attached evaluation of the National Interdepartmental Seminar was prepared by the Director of Training in response to your request. Comments of the Deputy Directors for Plans, and Support, and of former CIA students in the Seminar, attest to the value of the Seminar. The Deputy Director for Intelligence notes that he has only a limited need for the training, as almost all of his analysts who require the type of training covered have already attended the Seminar. The failure of other agencies to maintain their student quotas decreases the value of the Seminar to CIA.

3. It is recommended that the DCI:

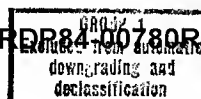
a. Continue CIA support of the NIS at about present levels of attendance and participation.

b. Use his influence in the direction of maintaining appropriate participation in the NIS by the several agencies.

c. Take the position that, unless the NIS can be maintained at an effectively functioning level, consideration be given to revising NSAM 283 in such a manner as to eliminate the NIS.

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-2-

4. If the above recommendations are approved, I will prepare suitable correspondence to the agencies concerned for your signature.

R. L. Bannerman  
Deputy Director  
for Support

2 Atts

- Att 1: Evaluation of the National  
Interdepartmental Seminar
- Att 2: Memo dtd 20 Mar 68 to DD/S  
fr DTR, subj: National Inter-  
departmental Seminar

The recommendation contained in paragraph 3 is approved.

\_\_\_\_\_  
Richard Helms  
Director

\_\_\_\_\_  
Date

Distribution:

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